

**OPEN SOURCE SOLUTIONS, Inc.**  
***International Public Intelligence Clearinghouse***  
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Dear Colleague,

This special report is being sent to my primary point of contact for each Corporate Sponsor, Supporting Organization, and Exhibitor. Enclosed is a copy of the evaluation summary which was presented to the Board of Advisors the Tuesday following OSS '93, and also a copy of the resulting guidance which I received from the Board.

Our new direction is clear: we will move away from attempting to educate the intelligence producers about open source intelligence, and toward opening new market areas for our sponsors and exhibitors by showing intelligence consumers how they can get more for their money from commercial open sources.

In keeping with this guidance, I will be targeting three market segments with my international advertising and direct mail: traditional consumers of intelligence in the national security sectors of all countries; non-traditional intelligence consumers in government (environment, agriculture, transportation, etcetera); and international business, especially those small and medium sized firms that cannot afford their own research department but can afford the tools and data that our sponsors and exhibitors can provide.

Your guidance is important to me. Although some of you were represented at the Board of Advisors meeting, most of you were not, and I therefore wish to solicit from each of you direct and explicit guidance for the year to come. Please bear in mind that I will be giving one day seminars in several countries in the January-March timeframe, and your guidance will influence those special seminars as well as OSS '94.

Could you please get back to me before Christmas with at least some preliminary commentary on how you feel OSS '93 went for you and how you would like to see OSS '94 modified?

I also welcome your nomination of speakers and interest groups for OSS '94, including speakers from your own organization--please provide name, title, and proposed topic.

Please also specify if you desire to participate in the "Hands On" Workshops" which comprise the morning of the third day; participation would require that you set up at least one and ideally two or three terminals in a large room dedicated to the workshops, and that you be prepared to offer demonstrations and hands-on training throughout the morning. This would be in addition to the displays, and might take the form of "circuit training".

It would also be helpful to me to know now if you desire to return to OSS '94 in any of the three major capacities: Corporate Sponsor (\$10,000), Supporting Organization (\$5,000), or Exhibitor (\$2,500). The price for exhibitors is rising because I have learned that it is a great inconvenience to exhibitors to have to pay separately for power, audio-visual, extra tables, and so on, and will be covering all these expenses--including long distance calls--for OSS '93. For Corporate Sponsors and Supporting Organizations, the exact mix between seats and days of my time can be varied to suit particular needs. As in 1993, display locations will be selected based on date of payment. This year I hope to have 10 Corporate Sponsors, 10 Supporting Organizations, and 40 Exhibitors, and to have most of them identified in January and confirmed through payment by April. Call me if you have any questions!

The Radisson in Alexandria (just outside "Old Town" area) appears to be available the week of 7 November, and this is the most likely location and timeframe for OSS '94. Mark your calendars!

If any of you would like to get together personally to discuss how I and OSS, Inc. might better serve you, please give me a call soon. December is my "quiet" month, and a particularly good time to go over needed adjustments in our operation. This is an exciting time for all of us--please accept my thanks for your critical and important role in pressing forward with new ideas.

Sincerely yours,

A handwritten signature in black ink that reads "ROBERT". The letters are stylized and connected, with a long horizontal stroke extending from the end of the word.

Robert D. Steele  
President

### OSS Inc. Board of Advisors

On 9 November 1993 twenty-five stalwarts met to hear the report on the evaluations, and to provide me with guidance for OSS '94. Here are the highlights of our agreed upon directions for next year's symposium:

a) The program over-all will be shifted away from an exclusive emphasis on government intelligence as a market for open source intelligence services and products, and toward a global market, with special focus on decision-support to the American Workplace, and the transfer of intelligence methods and technologies to the private sector. Strong sub-themes on economic and cultural intelligence will be integrated into the program.

b) Four additional audiences will receive special direct mail attention during the forthcoming year: government consumers of intelligence interested in commercial alternatives to classified intelligence, especially in the economic intelligence arena; the law enforcement community including INTERPOL; the global banking community and especially investment bankers; and domestic enterprises, especially small and mid-size companies just entering the global economy and without an internal research or competitor intelligence division..

c) In keeping with numerous comments in the evaluations, we will shift from "descriptive" to "prescriptive", from "who & what" to "how". Five half-day tracks are envisioned at this point:

- 1A Policy & Strategy Overview
- 1B Government & Industry Status Reports
- 2A Collection Methods and Tools
- 2B Processing Methods and Tools
- 3A "Hands On" Workshops
- 3B Separate National Sessions (Optional)

d) With respect to displays, I am going to increase our space to accommodate up to 60 displays together with cocktail-type seating scattered through-out the display area, and--responding to clear majority preference in the evaluations--ask vendors to attend to their displays all day, not only during the times when the plenary session is shut down. I will also encourage all vendors (and government exhibitors) to configure their spaces for hands-on demonstrations, and will provide "User Group" space for any vendor prepared to set up several workstations at which participants can test online search strategies (to include CD-ROM libraries and direct INTERNET access).

e) In the administrative arena, I will strive for a major improvement in audio-visuals, add a few more Q&A periods as well as a special room for off-line follow-up with each speaker, try to find free parking as well as convenient METRO access; will eliminate smoking from the foyer (but provide a designated smoking room convenient to the plenary session), consolidate laptop power lines in one corner of the room, increase size of names even more, and publish badge symbol meanings in the schedule booklet.